

20 October 2016

Request for an Interview on Global Business and IP management

Dear Sir or Madam,

My name is Hirotaka Noguchi, I am a consultant at the Mizuho Information & Research Institute (Mizuho IR). Our company, Mizuho IR is a think tank of the Mizuho bank, one of the biggest banks in Japan.

We are currently conducting a survey on Global Business and Intellectual Property (IP) management. In this survey, we are collecting best practices for Global Business and IP management in Europe. Our impression is the Fiware project is engaged in these areas at a very advanced level and, more specifically, that provides one of the best examples worldwide on how to succeed.

We are planning to visit Europe from November 2<sup>nd</sup> to November 11<sup>th</sup>, and we would be very grateful if we could arrange a meeting (about an hour would be sufficient) with you and/or your colleagues in order to discuss the activities of the project in these areas.

To start the meeting, I would like to explain the purpose of this survey and make a presentation about recent changes in IP management of Japanese companies, including case studies and data on platform providers such as Toyota and Olympus.

The topics below are some of the points which we hope to discuss with you and/or your team:

- 1) Historical changes to the project's main business, or new business since 2000s (especially alliances with other companies, M&A)
- 2) IP activities in response to changes in the business (especially licensing of IP to other companies, acquisition of IP from other companies, etc.).
- 3) Internal cooperation between the Alliance and IP departments in context of promoting IP-related activity and IP integration into business model design and management decision-making processes.

At the meeting, there would be two representatives from Mizuho-IR present, who are in charge of research about IP management, myself included. We are:

- 1) Hirotaka Noguchi, Chief Consultant, Management & IT Consulting Division
- 2) Osamu Yasuda, Manager, Management & IT Consulting Division

Thank you in advance for your kind consideration of this meeting request.

Yours faithfully,

Hirotaka Noguchi (Mt.)

Chief Consultant

Management & IT Consulting Division

Mizuho Information & Research Institute, Inc.

TEL: +81-(0)3-5281-5406 FAX: +81-(0)3-5281-5429

E-mail:hirotaka.noguchi@mizuho-ir.co.jp